

# THE FIRST FOUR YEARS

The Department of Public Transformation

2018-2021



# THE FIRST FOUR YEARS

**DOPT 2018-2021**



*dear friends,*

It is an honor to share the story of our first four years with you. To begin we must acknowledge the context in which we find ourselves: at the end of a full two years of grappling with the impacts of the ongoing pandemic, tensions caused by political and ideological divisions in our communities, unearthing of deep-rooted racial and geographic inequalities, and processing collective traumas from devastating natural and human-caused disasters. **The Department of Public Transformation (DoPT)** has been working to balance being adaptive and responsive to the needs of our region and our national field of practice while building a strong foundation based on the mission and values we hold at the center of our work. At times we have been successful in this endeavor, and at others, we have missed the mark. Yet, with gratitude, grit, and the ongoing support from our friends and collaborators—near and far—we have continued to learn and grow. We have continued to offer opportunities to gather—on front porches and Zoom rooms—to find moments of comfort in our collective grief and connection in our radical joy. With this *First Four Years*, we attempt to provide a comprehensive snapshot of our journey, so far. But, of course, a snapshot can only convey so much. We are always happy to share more of our story while sipping a warm beverage around a fire or over the rim of a glass in a digital happy hour. Thank you for being with us for our first four years and we look forward to having you with us for the next!

*in gratitude,*

A handwritten signature in black ink that reads "Ashley Hanson". The signature is fluid and cursive, with a long horizontal line extending to the right from the end of the name.

**ASHLEY HANSON**  
EXECUTIVE DIRECTOR, DOPT

## OUR MISSION AND VISION

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The Department of Public Transformation is an artist-led nonprofit organization that works to develop creative strategies for increased community connection, civic engagement, and equitable participation in rural places. Our vision is one where rural communities across the country acknowledge, support, and integrate art and artists as vital contributors to economic, community, civic, and social life.

We work nationally, regionally, and locally in ways that intertwine and grow. We believe that rural people and places have the answers they need to address community challenges, but economies of extraction and narratives of deficit have fragmented many of our communities. This prevents us from reimagining our rural spaces and sharing the knowledge, skills, and resources we have to dream and build an equitable and just future. We seek to support rural communities in identifying and leveraging resources through artist-led, creative, cross-disciplinary, and radically inclusive programs. We believe in celebrating rural culture and cultural workers by uplifting small-town stories and connecting people to each other and their places. In doing so, we are working to shift damaging dominant narratives of what it means to live and work in rural America.



## OUR CORE VALUES



### ACCESSIBLE PLAY

We believe play is an essential component of human connection to break down perceived barriers and make room for vulnerability; we utilize the power of play to ignite and inspire important connections, cultivate untapped creativity, and provide platforms for challenging conversations.

### DEEP COMPASSION

We believe in having deep compassion for the people and places that we work with; we meet people where they are at; we strive for critical self-awareness; we do our best to act as responsible stewards of the land and her stories.

### RECIPROCAL EXCHANGE

We believe that everyone has value to add; we view our work as a reciprocal exchange and not an extraction or dissemination of knowledge, skills, or resources; we work with, not for; we work together, always.

### INTENTIONAL REPRESENTATION

We believe in intentionally providing intergenerational opportunities for women, non-binary people, people of color, LGBTQ2IA+, New American, and Indigenous community members to work towards equal representation in artistic and civic leadership; we strive to compensate artists equitably for their work.

## OUR GUIDING PRINCIPLES



### **BUILD TRUST**

We believe in leading with accountability to and for the people that we serve; we move at the speed of trust.

### **PRIORITIZE CONNECTIONS**

We believe in being good neighbors and bringing good times to connect with each other across differences.

### **CULTIVATE CREATIVITY**

We believe engaging our creativity leads to happier, fuller lives and more vibrant, welcoming communities.

### **SHIFT NARRATIVES**

We believe that the story of rural communities must be told by people who live and work in rural communities; we believe geography must be considered in national conversations around equity and access to resources; we believe rural-urban solidarity is vital to moving forward together.

### **LEAD WITH LOVE**

We believe in cultivating supportive, creative spaces and radically welcoming environments.





**LIFTED**  
**CASSIE J. WILLIAMS**

During times when  
our voices seem not to carry  
beyond our own fields  
and we cannot hear  
each other's breath  
even among silence,  
hope drifts beyond winds,  
in between silos  
and winding roads.

It binds us,  
allows us to embrace,  
to feel even in isolation,  
filling us with gratitude so great  
that we are able to rise  
and stand firmly together.

CASSIE WILLIAMS IS A POET AND WRITER,  
A **DOPT BOARD** MEMBER, AND **WE CAN!** ARTIST.  
FIND HER AT @POETESSUNBOUND

## MILESTONES

# 2018

While our organization was officially incorporated in July 2018, our work is built on a deep foundation of rural arts practice, a ten-year relationship with Southwestern Minnesota communities, and a 2017 investigative cross-country road trip to better understand the role artists play in connecting and supporting rural communities. Included here is a timeline highlighting some of our milestones, beginning with the year we became a nonprofit organization.

### FEBRUARY

Granite Falls City Council unanimously approves the **City Artist-in-Residence (CAIR)** program

### MARCH

Gallery Exhibition at Iowa State University featuring art and stories from the 2017 road trip

### JULY

DoPT is incorporated as a 501(c)(3) nonprofit organization!

### DECEMBER

Storytelling Night at **The YES! House**

### APRIL

**The YES! House** building is donated to the Department of Public Transformation

### JUNE

First gathering of the artist group that will become the **WE CAN! Collective**

### AUGUST

Homeboat Collective kicks off a year-long **Artist-led Design Process** for **The YES! House**





**FEBRUARY  
WE CAN!**  
**Collective** holds  
first planning  
retreat

**MARCH**  
DoPT participates in  
residencies at Iowa State  
University and Minnesota  
Dept. of Corrections

**APRIL**  
**The YES! House**  
**Design Charrette,**  
**Discovery Tours,**  
and quiet phase of  
**Capital Campaign**  
begins

**MAY**  
DoPT presents  
at ArtPlace &  
Rural Generation  
Summits in  
Mississippi

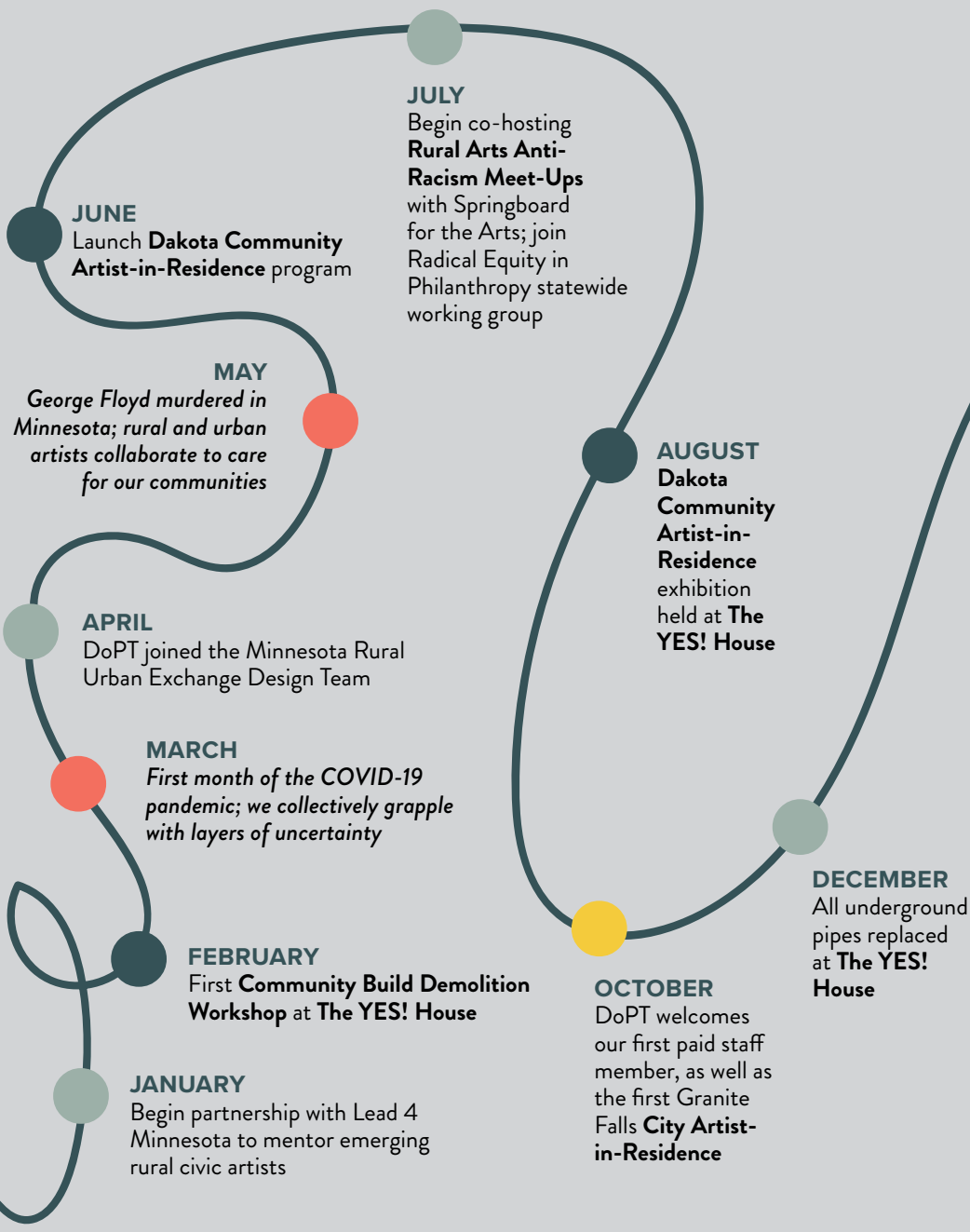
**JULY**  
First **DoPT**  
**Board** retreat;  
**Off the Clock**  
virtual happy  
hours begin

**JUNE**  
Granite  
Falls **CAIR**  
Community  
Advisory Group  
begins meeting;  
DoPT hosts Civic  
Saturday at **The**  
**YES! House**

**OCTOBER**  
**WE CAN! Collective**  
presents at Rural Arts &  
Culture Summit in Grand  
Rapids, MN

**NOVEMBER**  
**The YES! House** hosts  
design sharebacks based  
on community ideas and  
feedback

# 2019



**JUNE**  
Launch **Dakota Community Artist-in-Residence** program

**JULY**  
Begin co-hosting **Rural Arts Anti-Racism Meet-Ups** with Springboard for the Arts; join Radical Equity in Philanthropy statewide working group

**MAY**  
*George Floyd murdered in Minnesota; rural and urban artists collaborate to care for our communities*

**AUGUST**  
**Dakota Community Artist-in-Residence** exhibition held at **The YES! House**

**APRIL**  
DoPT joined the Minnesota Rural Urban Exchange Design Team

**MARCH**  
*First month of the COVID-19 pandemic; we collectively grapple with layers of uncertainty*

**FEBRUARY**  
First **Community Build Demolition Workshop** at **The YES! House**

**JANUARY**  
Begin partnership with Lead 4 Minnesota to mentor emerging rural civic artists

**OCTOBER**  
DoPT welcomes our first paid staff member, as well as the first Granite Falls **City Artist-in-Residence**

**DECEMBER**  
All underground pipes replaced at **The YES! House**

# 2020

## MILESTONES

# 2021

### JANUARY

Windows replaced at **The YES! House**

### FEBRUARY

Launch **The Rural Reveal** project in collaboration with Voices for Rural Resilience

### APRIL

*COVID-19 vaccines become more widely available*

### MARCH

Certificate of occupancy for **The YES! House** apartments received

### JUNE

Support CivicLex on the launch of their **Civic Artist-in-Residence** program in Lexington, KY

### JULY

Host Board Retreat in Granite Falls; soft launch of **Capital Campaign**

### AUGUST

Launch the **WE CAN! Event Series** with a Summer Jam

### OCTOBER

Complete first year of **Granite Falls CAIR** program

### NOVEMBER

Launch **Ignite Rural Program**

## PROGRAMMING



Our programs work to elevate, support, and connect rural artists with their communities on a regional and national level. Our key program areas intertwine and build upon each other to incorporate creative approaches in dynamic, responsive offerings for rural communities' needs.

## CONNECT

- ▶ Dakota Community Artist-in-Residence
- ▶ Ignite Rural Artist Residency
- ▶ Women's Empowerment Creative Action Network (WE CAN!)
- ▶ Off the Clock and On the Clock Virtual Happy Hours and Learning Exchanges

## CULTIVATE

- ▶ Rural Arts Anti-Racism Artist-led Virtual Event Series
- ▶ Rural Advocacy and Geographic Equity
- ▶ Civic Artist Mentorship

## ACTIVATE

- ▶ Small Town Civic Artist-in-Residence (CAIR)
- ▶ Artist-led Community Design Process and The YES! House
- ▶ Rural Creative Building
- ▶ YES! Presents In-Person and Virtual Events

## RECIPROCATATE

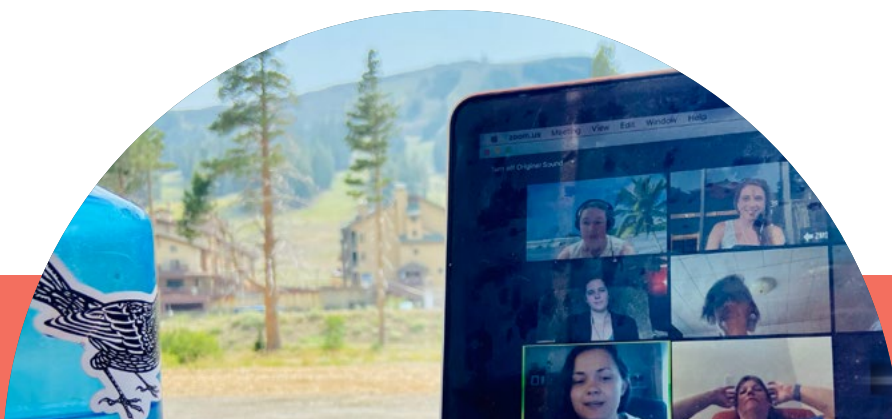
- ▶ Resource and Process Sharing
- ▶ Fiscal Sponsorship and Organizational Mentorship
- ▶ DoPT On the Road



## ON & OFF THE CLOCK

**Off the Clock** and **On the Clock** are virtual networking spaces and learning exchanges for rural artists, cultural workers, and connectors on a regional and national level. Recognizing that we are often working in geographic isolation, **Off the Clock** offers a bimonthly informal space for rural practitioners across the country to connect around a virtual Happy Hour table. **On the Clock** is a bimonthly learning exchange that features the work of one or two Rural Rockstars for the purpose of inspiring a deeper dive conversation about the intersections of our field of practice in our respective communities. These spaces are co-hosted by Voices for Rural Resilience and the Rural Assembly, providing the opportunity to amplify the work that is happening in rural places, creating a strong network of cross-sector/cross-geography support and resource-sharing, and building relationships between rural artists across the country.

OFF THE  
CLOCK



## ARTIST-LED ACTIVATION OF VACANT SPACES

**Artist-led Activation of Vacant Spaces** reimagines the use of vacant spaces on rural Main Streets. Our pilot project—**The YES! House**— is a radically welcoming creative community gathering space in progress in Granite Falls, MN. It's a creative economic development concept: transforming an underutilized, historic Main Street building into a multi-use facility for local residents to connect and create with each other. The programming and design of the space were determined through an Artist-led Design Process facilitated by local and national artists and architects from Homeboat and the Southwest Minnesota Housing Partnership, with support from ArtPlace America, beginning in 2018. Artist-led community engagement continued for one year before embarking on the design process with architect James Arentsen and architectural designer Miranda Moen. When finished the space will include an art exhibition and gallery space, a co-working space, an audio recording studio, a performance stage, a media lab and youth gaming area, a climbing wall, a yoga/movement studio, two apartments, and an artist studio workshop space!



## DAKOTA COMMUNITY ARTIST-IN-RESIDENCE

The **Dakota Community Artist-in-Residence** program was a pilot project launched in the summer of 2020, supporting artist-led solutions to community challenges facing Pezihutazizi Oyate (Upper Sioux Community) and Cansa'yapi (Lower Sioux Indian Community) during the COVID-19 crisis. Three artists—Fern Cloud, Talon Cavender-Wilson, and Lisa Nez—participated in a two-week “at-home” artist residency with the goal of creating new works addressing the impacts of COVID-19 on their communities. Each artist used their unique medium to create an original work of art exploring themes of kinship, isolation, racism, tradition, and systemic inequities that have been amplified as a result of the pandemic. The artwork created was exhibited at The YES! House and in an online shareback with the artists. **Dakota Community Artist-in-Residence** was presented in partnership with Racing Magpie, Dakota Wicohan, Mni Sota Arts, and Pioneer PBS.

This program has since been expanded and renamed as the **Ignite Rural** program, supporting the work of BIPOC artists across Southwest Minnesota.





## PLACES

DoPT is a multi-centered organization with its home base in the community of Granite Falls, MN. While we design, prototype, and implement many of our programs in and with the Southwestern Minnesota region, our work has a statewide and national presence. Our field-strengthening and advocacy work reaches and connects artists and communities across the country, while our “on the ground” programming can be found in places where we have developed deeper relationships. It is our intention to continue sharing and adapting the models and resources we develop locally with rural practitioners across the country. **Included here are a few examples of this work in practice.**

### REGIONAL PARTNERSHIP

## SOUTHWEST MINNESOTA



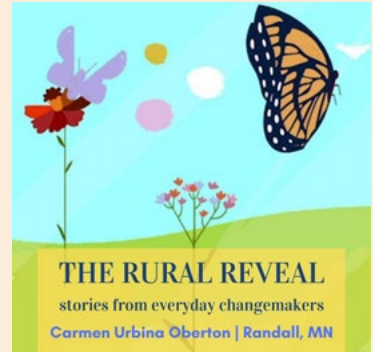
Our work in Southwest Minnesota includes an event series curated by the Women’s Empowerment Creative Action Network (WE CAN!)—a visioning and producing collective led by BIPOC and women rural artists that highlights and supports underrepresented voices (specifically women and non-binary artists, artists of color, and New American and Indigenous artists) while expanding the view of what the Minnesota experience looks like.



STATEWIDE PARTNERSHIP

## REGION 5

Our statewide work includes cross-sector partnerships such as The Rural Reveal with Voices for Rural Resilience and Region Five Development Commission. This year-long, artist-led effort worked to deepen the understanding of what Central Minnesota residents are doing on a daily basis to advance equity and anti-racism work in their communities, as well as investigate what is needed to sustain this work moving forward.



The Rural Reveal animated video series; illustrations by Elizabeth Anderson and Amanda Anderson

NATIONAL PARTNERSHIP

## KENTUCKY

Our national work includes knowledge and resource sharing, such as our partnership with CivicLex and Lexington-Fayette Urban County Government (LFUCG) to consult on the design, development, implementation, and evaluation of the Lexington Civic Artist Residency program. This program engaged three Fayette County-based artists—Hannah Allen, Debra Faulk, and Tony Gilmore—for one year of working with LFUCG employees to explore new ways to engage with city residents and celebrate the labor of city employees.



Photo from the Lexington Civic Artist-in-Residence Meet and Greet

## PEOPLE & PARTNERS

Because of our long and dedicated history in the rural arts field, we have deep relationships with the organizations and individuals doing cultural work in the places that need the most support. We believe that collaboration benefits everyone; the more we work together, the more our businesses, neighbors, and communities flourish and thrive. We partner with the express intent to equitably exchange resources and build our field on local and national levels. Here are some of the people and partners we have worked with over the past four years:

### ARTISTS

Alex Young-Williams	DJ McShellen	Khou Lor	Olga Nichols
Ali Rogers	Eliot Feenstra	Kiran Sirah	Oogie_Push
Amanda Anderson	Elizabeth Anderson	Kristofor Gieske	Priscilla
Amanda Lovelee	Ellie Moore	Krishana Dempcy	Gruendemann
Andrea Duarte-Alonso	Em Johnson	Lauren Carlson	Rachel Engh
Anna Claussen	Emma Woods	Lisa Nez	Randi Carlson
Anne O'Keefe	Esmeralda Ziemer	Luwaina Al-Otaibi	Ricardo Vazquez
Ben Dempcy	Fern Cloud	Marcus Young	Ryan Meehan
Beth O'Keefe	Hamdi Kosar	Maria Sykes	Saara Myrene
Bethany Lacktorin	Hannah K. Holman	Marlena Myles	Raappana
Betsy Pardick	Heidi Jeub	Mary Gillespie	Salma Ahmed Ibrahim
Brandi Turner	Holly Doll   Anpao Win (First Light Woman)	Mary Welcome	Seitu Jones
Brian Laidlaw	Jack Forinash	Matthew Fluharty	Sequoia Hauck
Carrie Spoh	Jacklyn Roessel	Meghna Subba	Sharon Mansur
Cassie Williams	James Arentson	Michael Jacobs	Sharon Pazi Zea
Cecilia Cornejo Sotelo	Jamie Horter	Michele Anderson	Spence Kroll
Chris Martin	Jessica Gorman	Michele Huggins	Sun Yung Shin
Christina Nelson	Jessica Rohloff	Miles Taylor	Suree Sompamitwong
ChristinaMaria	Joel Labat	Miranda Moen	Talon Cavender- Wilson
Xochitlzihuatl Patiño Houle	Julie Garreau   Wičhaŋpi Epaŋarj Winj	Nancy XiáORong Valentine	Tamara Isfeld
Corbin LaMont	Karen Odden	Nate Bauman	Warren Montoya
Dani Prados	Kelle Jolly	Nicole Zempel	Wing Young Huie
Darwin Dyce	Kelly Gregory	Nik Nerburn	Zoe Minikes
Defrost Project		Nikiko Masumoto	
Diana Oestreich			

*If your name has been misspelled or omitted in error, please let us know so we can fix our mistake moving forward!*

## PEOPLE & PARTNERS

### CURRENT STAFF



**Ashley Hanson**  
Founder and Executive  
Director



**Hannah K. Holman**  
Associate Director



**Nancy XiaoRong**  
Communications Specialist



**Holly Doll, Anpao Win**  
(First Light Woman)  
Ignite Rural Program Coordinator



**Sarina Otaibi**  
Creative Rural Building  
Program Director



**Tara Laidlaw**  
Contract Grant Writer

### 2021 BOARD OF DIRECTORS



**Jessica Huang, Chair**



**Jenn Lamb, Vice Chair**



**Mary Welcome, Secretary**



**Rachel Schwalbach, Treasurer**



**Anna Claussen**



**Bethany Lacktorin**



**Cassie Williams**



**Heather McDougall**



**Lauren Carlson**



**Leah Cooper**



**Leu Solomon**



**Melissa Wray**



**Rachel Engh**

**Ashley Hanson**  
*Ex-Officio, voting*

**Hannah K. Holman**  
*Ex-Officio, non-voting*

### ALUMNI

**Farhia Ali** (Board Member), **Courtney Bergey Swanson** (Board Member), **Jack Bunting** (Contractor), **Randi Carlson** (Board Member), **Elisabeth Fondell** (Staff), **Kyler Hanson** (Contractor), **Michele Huggins** (Contractor), **Tamara Isfeld** (Board Member), **Molly Johnston** (Board Member), **Ryan Meehan** (Contractor), **Ellie Moore** (Board Member), **Diana Oestreich** (Board Member), **Sarina Otaibi** (Board Member), **Laura Seter** (Board Member), **Miles Taylor** (Contractor), **Nicole Zempel** (Contractor)

## PEOPLE & PARTNERS

### PARTNERS

Art of the Rural  
Arts Midwest  
Bluenose Gopher Public House  
Bush Foundation  
Center for Performance & Civic Practice  
Center for Rural Strategies / Rural Assembly  
Center for Small Towns  
City of Granite Falls  
CivicLex  
Dakota Resources  
Dakota Wicohan  
Full Circle Theater Company  
Graceful Willows Photography  
Granite Area Arts Council  
Granite Falls Economic Development Agency  
Granite Falls Historical Society  
Granite Falls Riverfront Revitalization  
Homeboat Collective  
Lead for America / Lead for Minnesota  
Little Theatre Auditorium  
Minnesota Artists Coalition  
Minnesota Rural Urban Exchange  
Mississippi Center for Cultural Production  
Mni Sota Arts  
MO/EN Design Practice, LLC  
New York Mills Cultural Center  
Pioneer PBS  
Racing Maggie  
Region 5 Development Commission  
Rethos: Places Reimagined  
Sod House Theater  
Southwest Initiative Foundation  
Southwest Minnesota Arts Council  
Southwest Minnesota Housing Partnership  
Springboard for the Arts  
SWMN Regional Sustainable Development  
Voices for Rural Resilience

## RURAL ARTS & CULTURE: OUR PLACE IN THE FIELD



As arts and cultural workers, we listen to the stories that rural people and places tell about themselves and the stories that are told about them. We examine our role in shifting the damaging narratives of scarcity, isolation, and decline to those of abundance, connection, and hope. Our field is small, but mighty. We are a geographically disparate, yet socially close network that strives to operate from a place of collaboration rather than competition. DoPT works in collaboration with artists, cultural workers, and cross-sector partners across the country to provide opportunities to share what's working and to amplify the stories that often go unheard.





## A TOAST

### WHITNEY KIMBALL COE

To you rural artists and culture-bearers who help us name and claim and make meaning.

To fine friends, fellows, and family who build up, stir up, gin up, mop up, and rise up.

To the words, songs, and food that soothe and sustain us.

To the potluck and good luck and grace that calls us to a bigger table.

To each of us who pass through fear, rage, and grief for the sake of hope, joy, and solidarity.

Onward, on the clock and off the clock and beyond the clock, we fly.

WHITNEY KIMBALL COE IS THE DIRECTOR AT  
THE CENTER FOR RURAL STRATEGIES  
FIND HER AT @WHITNEYKCOE

# OPPORTUNITIES

SOME LESSONS WE HAVE LEARNED ALONG OUR WAY

## GROWING PAINS

Moving from artist-led, project-based dreaming to a sustainable organizational structure came with a strong learning curve and resource gap. We have felt the push/pull relationship between what is expected—by funders, stakeholders, etc.—and what we have had a realistic staff capacity for, acutely. We are working to grow our budget and team to meet the capacity necessary for the programs we offer.

## COMMUNICATION

With both a regional and national audience, consistent communication about project developments, achievements, and setbacks along the way has been a challenge exacerbated by the COVID-19 pandemic. The move to online events (while safest for the health of our community) created distance and disconnect from our neighbors with whom we have typically maintained deep relationships through in-person gatherings. Finding better ways to stay in clear and consistent communication with our community (both local and national) is a priority of ours for the years ahead.

## VISION VS. REALITY

Having a bold vision that is fueled by passion, hope, and enthusiasm can be a benefit, but it can also create tension between the ambition we project and the reality of where we are at: a small, scrappy nonprofit that was primarily volunteer run until October 2020 and primarily operating on small, project-based grants. We are now in a position to grow our team and have enough experience behind us to have a clear view of the time and resources needed to do the work ahead.

## TIMELINE SHIFTS

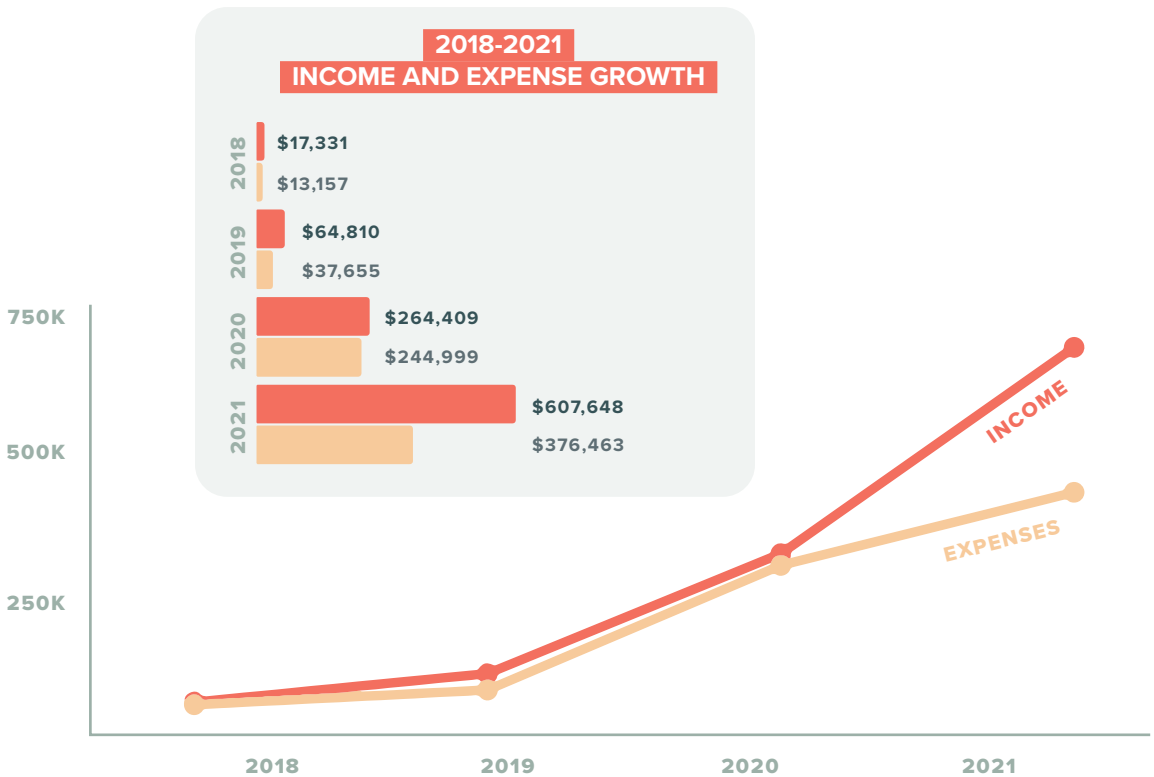
Setbacks in the timelines on some of our projects were compounded by the impacts of the COVID-19 pandemic. For example, increasing costs of material, availability of contractors, and postponing the public launch of our fundraising campaign put us 18-months behind our renovation goals for The YES! House. These shifting targets held a lot of disappointment. This coming year is a chance for us to reassess and recommit to more realistic timelines.

## COMMITMENT TO EQUITY + LEARNING

DoPT has a white-led staff and is part of a deeply flawed sexist, ableist, and racist nonprofit system. We have benefited from that system in our access to resources. Our Equity and Engagement Committee provides ongoing assessment of equitable practices and accessibility throughout our operations and programs to hold us accountable. We also commit to equitably paying our collaborating artists and staff, intentionally pushing against the starving/martyr artist mentality, and we seek to model a compassionate and thriving culture of healthy work-life-art-play balance.

# FINANCIALS

The following is an overview of our financials for our first four years of growth as an organization.



## SUPPORTING ART

DOLLARS THAT WENT DIRECTLY TO SUPPORTING ARTISTS AND THEIR WORK

2018-2021  
**\$515,978 TO ARTISTS**



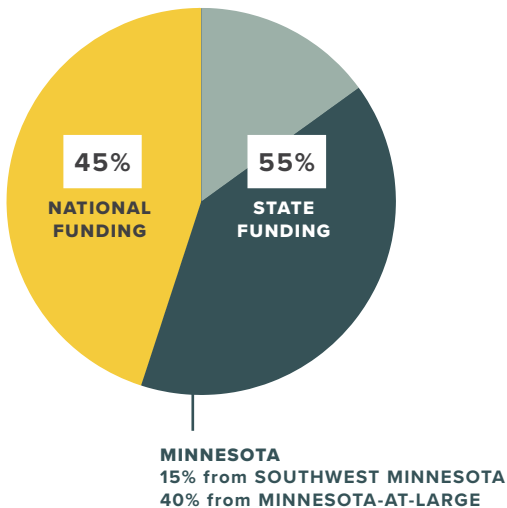
## FINANCIALS

### RECIPROCAL EXCHANGE

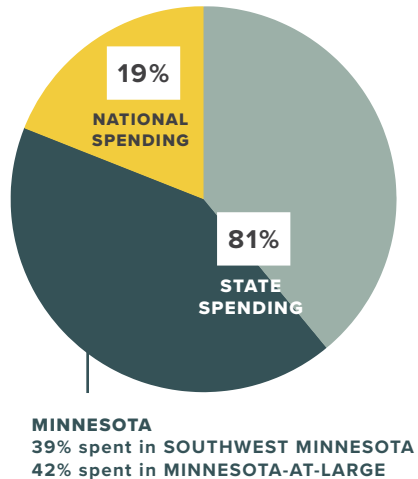
As an organization that works locally, regionally, and nationally, we value radical exchanges of ideas and resources across geographic boundaries. This looks like:

- ▶ Bringing in national funding to spend in local economies
- ▶ Highlighting local and regional ideas, stories, and artists on a national level
- ▶ Celebrating local investment and engagement in programs collaboratively created with neighbors
- ▶ Sharing models, frameworks, and learnings from our regional work with a national field of practice
- ▶ Participating in advocacy and policy to work toward more geographic equity in resource distribution

#### WHERE THE MONEY COMES FROM



#### WHERE THE MONEY GOES



### STRINGS ATTACHED

Restricted Funds are dollars set aside for a specific purpose as designated by the donor. These funds present an incredible opportunity to support new and existing programs; however, they often don't support vital expenses such as staffing costs and building infrastructure needed to publicly open The YES! House. (For example, why our rock climbing wall is nearly finished before the public restrooms.) The "strings attached" to these dollars mean that nonprofits don't always get to do things in the order we want, so we get creative! **During DoPT's first four years, 72% of our funding has been restricted.**

## FINANCIALS

### 2018 AT A GLANCE

#### INCOME

Individual Contributions	\$4,666
Private Grants	\$2,665
Corporate Contributions	\$10,000

**TOTAL INCOME** **\$17,331**

#### EXPENSE

Salaries & Wages	\$0
Payroll Expenses & Fees	\$0
Consulting & Professional Services	\$0
Program Contractors	\$1,700
Program Expenses	\$10,320
Insurance	\$610
Licenses & Permits	\$76
Marketing & Communications	\$0
Operations Expenses	\$173
Travel & Meetings	\$0
Utilities	\$278

**TOTAL EXPENSE** **\$13,157**

**NET** **\$4,174**



**HUGE THANKS**  
*We logged  
approximately  
1,770 volunteer  
hours in 2018*



**LEVEL UP**  
*DoPT is officially  
incorporated as a  
nonprofit in July  
2018!*

### NON-PROFIT DOESN'T MEAN NO PROFIT

Sometimes non-profit organizations end the year with a budget surplus—this is a good thing! This might be due to the timing of grant dollars or pledges, funding restrictions, good stewardship of resources, or program growth. DoPT often receives grant dollars in one year that are intended to be spent on specific projects in the next. As a non-profit organization, we are legally and ethically obligated to allocate any surplus dollars to our mission, as well as honor any restrictions that exist.

# FINANCIALS

## 2019 AT A GLANCE

### INCOME

Individual Contributions	\$5,889
Private Grants	\$27,871
Public Grants	\$24,500
Earned Income	\$6,550
<b>TOTAL INCOME</b>	<b>\$64,810</b>

### EXPENSE

Salaries & Wages	\$0
Payroll Expenses & Fees	\$0
Consulting & Professional Services	\$12,654
Program Contractors	\$15,018
Program Expenses	\$6,712
Insurance	\$598
Marketing & Communications	\$100
Operations Expenses	\$50
Property Tax	\$400
Travel & Meetings	\$1,619
Utilities	\$504
<b>TOTAL EXPENSE</b>	<b>\$37,655</b>
<b>NET</b>	<b>\$27,155</b>

PLUS \$51,000 MANAGED FOR FISCALLY SPONSORED PROJECTS



\$62,918

**73% of overall  
spending directly  
supported artists and  
arts organizations!**



**HUGE THANKS**  
**We logged  
approximately  
2,410 volunteer  
hours in 2019**



**GET TOGETHER**  
**In 2019, DoPT hosted 7 virtual events,  
22 in-person events, and delivered 14  
public presentations in 6 different states**

# FINANCIALS

## 2020 AT A GLANCE

### INCOME

Individual Contributions	\$15,851
Private Grants	\$134,505
Public Grants	\$66,608
Corporate Contributions	\$1,000
Earned Income	\$46,445
<b>TOTAL INCOME</b>	<b>\$264,409</b>

### EXPENSE

Salaries & Wages	\$6,300
Fringe Benefits	\$268
Payroll Expenses & Fees	\$852
Consulting & Professional Services	\$10,831
Program Contractors	\$154,046
Program Expenses	\$58,239
Insurance	\$1,071
Licenses & Permits	\$3,757
Marketing & Communications	\$4,306
Operations Expenses	\$534
Property Tax	\$788
Travel & Meetings	\$1,886
Artist Project Budgets	\$1,200
Utilities	\$921
<b>TOTAL EXPENSE</b>	<b>\$244,999</b>
<b>NET</b>	<b>\$19,410</b>

PLUS \$145,965 MANAGED FOR FISCALLY SPONSORED PROJECTS



\$204,310

**53% of overall  
spending directly  
supported artists and  
arts organizations!**



**LEVEL UP**

**This is the first year  
we had a paid staff  
member – starting  
in October 2020!**



**GET TOGETHER**

**DoPT participated in  
a total of 831 Zoom  
Meetings in 2020...**

**WE NEVER WANT TO DO THAT  
MANY EVER AGAIN!**

# FINANCIALS

## 2021 AT A GLANCE

### INCOME

Individual Contributions	\$38,467
Private Grants	\$412,000
Public Grants	\$84,006
Corporate Contributions	\$10,000
Earned Income	\$62,675
Event Sponsorship	\$500
<b>TOTAL INCOME</b>	<b>\$607,648</b>

### EXPENSE

Salaries & Wages	\$83,010
Fringe Benefits	\$387
Payroll Expenses & Fees	\$8,360
Consulting & Professional Services	\$8,226
Program Contractors	\$174,362
Program Expenses	\$59,794
Insurance	\$1,452
Marketing & Communications	\$2,949
Operations Expenses	\$410
Property Tax	\$857
Travel & Meetings	\$4,670
Artist Project Budgets	\$23,598
Utilities	\$8,388
<b>TOTAL EXPENSE</b>	<b>\$376,463</b>

**NET**

**\$231,185**

PLUS \$135,000 MANAGED FOR FISCALLY SPONSORED PROJECTS



\$248,400

*49% of overall  
spending directly  
supported artists and  
arts organizations!*



**LEVEL UP**  
*Our staff increased  
from 0.375 FTE  
in 2020 to 2.1  
FTE in 2021*



**CELEBRATE**  
*We paid 59+  
artists in 2021*

## DOPT BALANCE SHEET

AS OF DECEMBER 31, 2021

### ASSETS

Cash	\$320,321
Accounts Receivable	\$96,785
Property	\$7,800
Buildings	\$20,100
Accumulated Depreciation	***
<b>TOTAL ASSETS</b>	<b>\$445,006</b>

### LIABILITIES & NET ASSETS

Accounts Payable	\$45,182
Loans Payable	\$90,000
Net Assets & Income	\$309,824
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$445,006</b>

### WHAT IS A BALANCE SHEET?

A balance sheet is a snapshot of a moment in time. It gives an idea of the financial worth of an organization (assets and liabilities) on a given day.

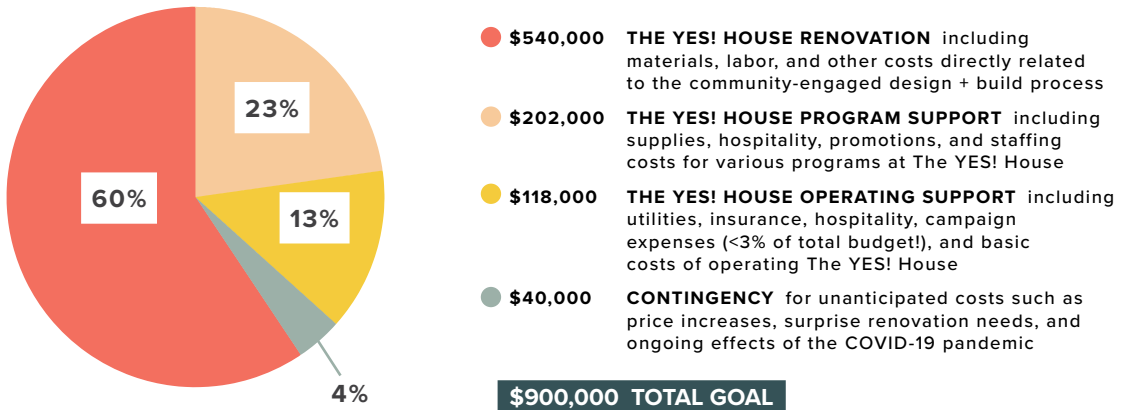
### IN APPRECIATION OF ACCUMULATED DEPRECIATION

When a nonprofit organization owns a building or a piece of equipment that they are going to use over an extended period of time, they want to see that reflected in their financial information. Depreciation is the accounting mechanism used to record the decrease in value over time. As a young organization, we're still learning (and depreciation is a pretty complex concept!) so we're working with Propel Nonprofits to understand how to correctly record depreciation in the future. We've included a placeholder to show our appreciation of accumulation depreciation!



## SAY YES! CREATIVE CAPITAL CAMPAIGN

Over the last four years, DoPT has been working toward the public launch of the Say YES! Creative Capital Campaign (an ambitious endeavor for a young organization!) to support the renovation and operations of The YES! House. We intended to launch the campaign in the spring of 2020—on the cusp of the emerging COVID-19 pandemic—and made the difficult decision to postpone. We continued moving forward with building infrastructure work and construction projects made possible by restricted grants. In August 2021, we planned to re-launch the campaign both online and in-person; however, with the rise in COVID-19 cases in Minnesota and feedback from local residents and partners, we again made the decision to postpone until February 2022. In the meantime, we have been working diligently to clarify our financial projections and reports with updated information, respond to community feedback by realigning our overall Capital Campaign budget, and identify strategies for increased community engagement.



Thanks to early support,  
we're over 35% of the way to our goal  
as of December 31, 2021!

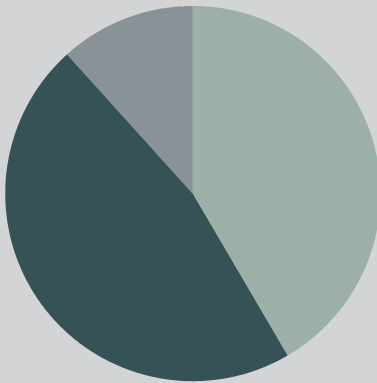
Learn more at [theyeshouse.org](http://theyeshouse.org)

## DONORS

### DONORS

Our work is supported by grant funds, corporate donations, and generous support from individuals across the country. These resources enable us to move our mission forward and get our work done. Your support makes this work possible, and we are so honored to be in community with you.

**Thank you!**



- 32 GRANTS AWARDED
- 38 GRANTS DENIED
- 7 GRANTS PENDING

**77 TOTAL GRANTS APPLIED**

#### FOUNDATION CONTRIBUTORS

ArtPlace America  
Blandin Foundation  
Blue Cross Blue Shield  
Center for Rural Strategies  
Granite Falls Foundation  
Institute for Agriculture and Trade Policy  
Jeannette and Curt Olson Foundation  
Jerome Foundation  
Mardag Foundation  
McKnight Foundation  
Minnesota Humanities Center  
Saint Paul & Minnesota Foundation  
Southwest Initiative Foundation  
United Way of Southwest Minnesota

#### CORPORATE DONORS

C.H. Robinson  
Granite Falls Bank  
Mighty Cause  
University of Minnesota

#### GOVERNMENT GRANTS

Minnesota State Arts Board  
National Endowment for the Arts via Arts Midwest  
National Endowment for the Arts via City of Granite Falls  
Small Business Administration (PPP)  
Southwest Minnesota Arts Council

## DONORS

### PRIVATE DONORS

Adam Bright	David Haukaas	Judi Bohm	Michael Laine
Alan Berks	Debra Mortenson	Justin Lansing	Molly Johnston
Amanda Anderson	Diane Ladner	Kaisa Adams	Natalie Heneghan
Anna Claussen	Duaine and Kathie Kimpling	Karen Odden	Pat Kubly, in memory of
Anne Dybsetter	Elisabeth Crane	Kathy Mouacheupao	Gary Kubly
Anonymous	Emily Siegel	Kristofor Gieske	Paul Engh
Ashley Hanson	Erin Barnes	Laura Feely	Paula Nemes
Ayumi Hori-Shafer	Hannah K. Holman	Leah Cooper	Peter Finch
Benya Kraus	Jack Forinash	Leu Solomon	Phil and Mary Kelly, and
Bethany Lacktorin	Jane Leonard, in memory	Lia Kvatum, in memory of	Barb Benson
Betsy Roder	of Art and Hazel Berg	Edwin Kvatum	Philip Zachman
Bill and Francie Parr	Jean Lisa Eis	Linda Virnig, in memory of	Rachel Engh
Carl Atiya Swanson	Jennifer Lamb	Steve Virnig	Rachel Schwalbach
Cassie Williams	Jessica Huang	Margaret Khali	Sandra Jeremiason
Cheryl Manalo	Jianhua Qian	Margo Gray	Sharon Anderson
Chris Hanson	John Cary	Mary Gillespie	Sharon Mansur
Courtney Bergey Swanson	John Virnig, in memory of	Matthew Johnson	Susan Selden
Dan Baum	Steve Virnig	Megan Hurtt	Topper Anton
David Harty	Jordan Hager	Melissa Wray	Tara Laidlaw
			Wesley Creigh

*If your name has been misspelled or omitted in error, please let us know so we can fix our mistake moving forward!*

**To join these generous supporters with a tax-deductible contribution, please visit our website or give us a call at 320-204-6631.**





## *Thank you!*

Thank you, friend, for taking the time to review this snapshot of our first four years. We believe that rural creative leaders can help us achieve radically transformative results that can be adopted, adapted, and implemented for long-term change throughout our region. We believe rural artists and cultural workers have the ideal skill sets, creativity, and adaptability needed to step up as leaders in this challenging time. We believe that a more vibrant and welcoming future is possible when we imagine and create it, together. And, we want you to join the movement! This is just the beginning...

*with gratitude & grit,*

**The Department of Public Transformation**



## DEPT OF PUBLIC TRANSFORMATION

### COLLABORATE WITH US!

DoPT knows the value of collaboration; it is at the core of all we do. Every person who contributes to our mission—with their ideas, energy, enthusiasm, or financial support—becomes a collaborator of our organization, supporting the field of arts and culture to create more equitable and enjoyable futures for rural places. We thank you for your ongoing support! And, we would love to keep visiting with you! Give us a call or drop us a note to see when we will be in!

### THE YES! HOUSE

726 Prentice Street  
Granite Falls, MN 56241  
(320) 204-6629  
[hello@publictransformation.org](mailto:hello@publictransformation.org)

[www.publictransformation.org](http://www.publictransformation.org)  
[www.theyeshouse.org](http://www.theyeshouse.org)

DOPT'S FEDERAL EMPLOYER IDENTIFICATION NUMBER (EIN) IS 83-0770235.

### ACKNOWLEDGEMENTS

This report was prepared by Department of Public Transformation staff.

This report was designed by Mary Welcome.  
More at [bangbangboomerang.com](http://bangbangboomerang.com)

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DOPT 2018-2021  
**THE FIRST FOUR YEARS**

# THE FIRST FOUR YEARS

DOPT 2018-2021

